United Nations E/2016/SR.6

Economic and Social Council

Distr.: General
15 January 2016

Original: English

2016 session
24 July 2015-27 July 2016

Summary record of the 6th meeting
Held at Headquarters, New York, on Thursday, 10 December 2015, at 10 a.m.

President: Mr. Oh Joon ..... (Republic of Korea)

Contents

Election of the Bureau (*continued*)

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15-21770 (E)

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The meeting was called to order at 10.10 a.m.

Election of the Bureau (*continued*)

1. **The President** said that he had been informed that Ms. Perceval (Argentina) had resigned as Vice-President of the Council for 2016 and that, in accordance with rule 22 of the Council's rules of procedure, the Group of Latin American and Caribbean States had endorsed the candidacy of Mr. Palma Cerna (Honduras) to complete the unexpired term of Ms. Perceval. Mr. Palma Cerna (Honduras) would conduct the operational activities for development segment.

2. *Mr. Palma Cerna (Honduras) was elected Vice-President of the Council by acclamation.*

The meeting rose at 10.15 a.m.

United Nations E/2016/SR.7

Economic and Social Council

Distr.: General
24 March 2016

Original: English

2016 session
24 July 2015-27 July 2016

Summary record of the 7th meeting
Held at Headquarters, New York, on Tuesday, 2 February 2016, at 10 a.m.

President: Mr. Lauber (Vice-President) ..... (Switzerland)

Contents

Agenda item 4: Elections, nominations, confirmations and appointments (*continued*)

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16-01407 (E)

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Lauber (Switzerland), Vice-President, took the Chair.

The meeting was called to order at 10.05 a.m.

Agenda item 4: Elections, nominations, confirmations and appointments (*continued*)

Commission for Social Development

1. **The President** said that Israel and Portugal had been endorsed by the Group of Western European and Other States to fill two outstanding vacancies on the Commission for Social Development for a term beginning on the date of election and expiring at the close of the Commission's fifty-seventh session in 2019. He took it that the Council wished to elect Israel and Portugal by acclamation.

2. *Israel and Portugal were elected members of the Commission for Social Development by acclamation.*

3. **The President** said that, in the absence of any other candidates for election to the Commission for Social Development, he took it that the Council wished to postpone the election of one member from Western European and other States for a term beginning on the date of election and expiring at the close of the Commission's fifty-fourth session in 2016; one member from Western European and other States for a term beginning on the date of election and expiring at the close of the Commission's fifty-fifth session in 2017; one member from Eastern European States for a term beginning on the date of election and expiring at the close of the Commission's fifty-seventh session in 2019; and two members from African States and three members from Western European and other States for a term beginning at the first meeting of the Commission's fifty-fifth session in 2016 and expiring at the close of the Commission's fifty-eighth session in 2020.

4. *It was so decided.*

Commission on Narcotic Drugs

5. **The President** said that Hungary and Slovakia had been endorsed by the Group of Eastern European States to fill two outstanding vacancies on the Commission on Narcotic Drugs for a term beginning on the date of election and expiring on 31 December 2019. He took it that the Council wished to elect Hungary and Slovakia by acclamation.

6. *Hungary and Slovakia were elected members of the Commission on Narcotic Drugs by acclamation.*

Executive Board of the World Food Programme

7. **The President** said that Bangladesh had been endorsed by the Group of Asia-Pacific States to fill an outstanding vacancy on the Executive Board of the World Food Programme for a term beginning on the date of election and expiring on 31 December 2018. He took it that the Council wished to elect Bangladesh by acclamation.

8. *Bangladesh was elected a member of the Executive Board of the World Food Programme by acclamation.*

Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS

9. **The President** said that Denmark had resigned its seat on the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS) effective 31 December 2015. Norway had been endorsed by the Group of Western European and Other States to complete the term of office of Denmark, expiring on 31 December 2017. He took it that the Council wished to elect Norway by acclamation.

10. *Norway was elected a member of the Programme Coordinating Board of UNAIDS by acclamation.*

Governing Council of the United Nations Human Settlements Programme

11. **The President** said that South Africa had been endorsed by the Group of African States and Malaysia and Saudi Arabia had been endorsed by the Group of Asia-Pacific States to fill three outstanding vacancies on the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) for a term beginning on the date of election and expiring on 31 December 2019. He took it that the Council wished to elect Malaysia, Saudi Arabia and South Africa by acclamation.

12. *Malaysia, Saudi Arabia and South Africa were elected members of the Governing Council of UN-Habitat by acclamation.*

13. **The President** said he took it that the Council wished to postpone the election of five members of the Governing Council of UN-Habitat from Western European and other States, all for terms beginning on the date of election, with two terms expiring on 31 December 2016, two terms expiring on 31 December 2018 and one term expiring on 31 December 2019.

14. *It was so decided.*

Organizational Committee of the Peacebuilding Commission

15. **The President** invited the Council to elect a member of the Organizational Committee of the Peacebuilding Commission, in accordance with Council resolution 2015/1 of 4 March 2015. Kazakhstan had been endorsed by the Group of Asia-Pacific States for a term beginning on the date of election and expiring on 31 December 2016. He took it that the Council wished to elect Kazakhstan by acclamation.

16. *Kazakhstan was elected a member of the Organizational Committee of the Peacebuilding Commission by acclamation.*

The meeting rose at 10.20 a.m.

United Nations E/2016/SR.8

Economic and Social Council

Distr.: General
28 March 2016

Original: English

2016 session
24 July 2015-27 July 2016

Summary record of the 8th meeting
Held at Headquarters, New York, on Friday, 19 February 2016, at 10 a.m.

President: Mr. Oh Joon ..... (Republic of Korea)

Contents

Agenda item 2: Adoption of the agenda and other organizational matters (*continued*)

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16-02580 (E)

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The meeting was called to order at 10.05 a.m.

Adoption of the agenda and other organizational matters (*continued*) (E/2016/L.4/Rev.1, E/2016/L.7 and E/2016/L.8)

Draft decision E/2016/L.4/Rev.1: Theme of the integration segment of the 2016 session of the Economic and Social Council

1. **The President** said that the draft decision had no programme budget implications.

2. *Draft decision E/2016/L.4/Rev.1 was adopted.*

Draft decision E/2016/L.7: Dates of the humanitarian affairs segment of the 2016 session of the Economic and Social Council

3. **The President** said that the draft decision had no programme budget implications.

4. *Draft decision E/2016/L.7 was adopted.*

Draft decision E/2016/L.8: Dates of the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals

5. **The President** said that the draft decision had no programme budget implications.

6. *Draft decision E/2016/L.8 was adopted.*

7. **The President** urged delegations to engage in consultations in a spirit of cooperation and compromise in order to come to an agreement on draft resolution E/2016/L.5 on revised working arrangements for the 2016 session of the Economic and Social Council and draft decision E/2016/L.6 on venues and dates of the twelfth and thirteenth sessions of the Committee of Experts on International Cooperation in Tax Matters as soon as possible. Preparations for several important events could not proceed until the dates and themes were formally adopted. In particular, it would be very difficult to properly organize the inaugural meeting of the forum on financing for development follow-up if preparations did not begin immediately. The Bureau of the Council would continue to facilitate informal consultations and make compromise proposals, if necessary.

8. **Mr. Plasai** (Observer for Thailand), speaking on behalf of the Group of 77 and China, said that international cooperation in tax matters was one of the most significant elements of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (A/RES/69/313) and that paragraph 29 of that document should be implemented to the letter. The Group therefore supported the proposal to hold the twelfth session of the Committee of Experts on International Cooperation in Tax Matters back to back with the Council's special meeting on international cooperation in tax matters at United Nations Headquarters in New York. In addition to ensuring the increased engagement of the Committee of Experts with the Council in line with paragraph 29 of the Addis Agenda, that proposal was the most cost-effective: if the Committee continued to meet in Geneva, its secretariat would have to travel there twice and the Committee would have to travel to New York for an additional meeting in order to engage with the Council.

9. The Group of 77 and China supported the proposed duration and theme of the forum on financing for development follow-up but was concerned that its overlap with other important meetings would have a negative impact on participation. Taking into consideration the dates of the high-level thematic debate of the General Assembly, the Paris Agreement on Climate Change Signing Event and the special session of the General Assembly on the world drug problem, the forum could be held on Thursday 14 April to Friday 15 April and continued on Monday 18 April to Wednesday 20 April. A five-day inaugural meeting would reflect the Council's strong commitment to in-depth discussion of financing for development and means of implementation of the 2030 Agenda for Sustainable Development. He asked the President to draw up a concept note and programme for the forum for consideration by the Council.

10. It was extremely important for infrastructure for sustainable development to be the theme of the Council's 2016 thematic discussion, given that infrastructure was a cross-cutting means of achieving the Sustainable Development Goals. Furthermore, the proposed theme was in line with paragraphs 6 and 19 of the annex to General Assembly resolution 68/1 on the need for the Council to have a strengthened issues-based approach and to devote time to the specific needs of countries in special situations.

11. While it supported the proposal that the theme of the 2016 high-level political forum on sustainable development should be "Ensuring that no one is left behind", the Group of 77 and China wished to

underscore the universal character of the high-level political forum and of the forum on financing for development follow-up, and to note that the decision on the themes for 2016 did not set a precedent for future meetings of those forums.

12. **Mr. Singer** (United States of America) said that the Council should not revive discussions on matters on which there had been no agreement in Addis Ababa, including with regard to the Committee of Experts on International Cooperation in Tax Matters, but rather focus on implementing the agreements that had been reached.

13. His delegation was of the view that the forum on financing for development follow-up should be held from 18 to 20 April, when there were no competing events, as overlap with other important events could result in an empty room. A three-day event would suffice, as the substance of the work mattered more than the duration of the forum.

14. While his delegation had no objection to the consideration of the issue of infrastructure, infrastructure should not be the theme of the high-level political forum, since it was already a key topic of discussion of the forum on financing for development follow-up. Selecting a theme that was being addressed elsewhere could lead to further fragmentation and undermine progress towards the increased coordination among all segments of the Council that was needed to support the follow-up and review framework of the 2030 Agenda.

15. **Ms. Miyano** (Japan) said that 2016 was an important year for meetings, given the recent adoption of documents such as the 2030 Agenda and the Addis Ababa Action Agenda; the necessary preparations and focus on the substance of those events must therefore begin. It would not be useful to resume the long and difficult negotiations on the working methods of the Committee of Experts on International Cooperation in Tax Matters.

16. In the interest of ensuring coherence and integration across meetings and forums, the forum on financing for development follow-up should not take place at the same time as other major meetings. The high-level thematic debate of the General Assembly, the signing of the Paris Agreement and the special high-level meeting of the Council with the Bretton Woods institutions, the World Trade Organization and the United Nations Conference on Trade and Development were all pursuing the objective of achieving sustainable development and should not compete with one another.

17. **Ms. Klausa** (Observer for the European Union) said that the European Union would continue its efforts to achieve a compromise solution so that decisions concerning the forum on financing for development follow-up, the Committee of Experts on International Cooperation in Tax Matters and the theme of the high-level political forum could be adopted as soon as possible.

18. Rather than haggling over the duration of the forum, delegations should focus on identifying the topics for discussion. The European Union member States were in favour of a three-day forum, which would be of sufficient duration to complete the necessary work and would not clash with other high-level meetings. She suggested that the Council should examine the programme of work to ensure the best possible use of time.

19. Paragraph 29 of the Addis Ababa Action Agenda was very clear on how cooperation between the Council and the Committee of Experts on International Cooperation in Tax Matters should be strengthened. She therefore urged delegations to refrain from attempting to reinterpret the agreement that had been reached with such difficulty.

20. Given that a forum on the important subject of infrastructure would take place a mere two months prior to the high-level segment of the Council, an alternative theme should be selected for the thematic discussion, in the interest of coherence and efficiency.

21. **Mr. Plasai** (Observer for Thailand), speaking on behalf of the Group of 77 and China, said that the Group was ready to work with delegations to reach mutually agreeable decisions on the working arrangements of the Council's 2016 session. He called on all sides to exercise the utmost flexibility, in a spirit of cooperation. The Group of 77 and China was confident that the Council would be able to maintain its tradition of inclusiveness and consensus-building.

22. **Mr. Khane** (Secretary of the Council) said that the annotated agenda had not been released owing to pending Council decisions. However, since the session would begin the following week, the annotated agenda would be released soon. Any further decisions would be issued in the form of addenda.

23. **The President** said that he would soon appoint co-facilitators for the forum on financing for development follow-up, but they would not be able to begin their work of facilitating informal consultations on intergovernmentally agreed conclusions and recommendations until the organizational matters had been settled. He therefore urged delegations to reach an agreement on the dates as soon as possible, in keeping with the Council's tradition of consensus-based decision-making. Unless an agreement was reached very soon, it would become necessary to set an unwelcome precedent by resorting to the rules of procedure.

The meeting rose at 10.40 a.m.

United Nations E/2016/SR.9

Economic and Social Council

Distr.: General
10 March 2016

Original: English

2016 session
24 July 2015-27 July 2016
Operational activities for development segment

Summary record of the 9th meeting
Held at Headquarters, New York, on Monday, 22 February 2016, at 10 a.m

President: Mr. Palma Cerna (Vice-President) ..... (Honduras)

Contents

Opening of the segment

Agenda item 7: Operational activities of the United Nations for international development cooperation

(a) Follow-up to policy recommendations of the General Assembly and the Council

Panel discussion: "2030 Agenda for Sustainable Development: What are the implications for policy, programming and operational cooperation and coordination in the United Nations development system?"

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16-02686 (E)

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Palma Cerna (Honduras), Vice-President, took the Chair.

The meeting was called to order at 10.05 a.m.

Opening of the segment

1. **The President**, opening the operational activities for development segment, said that the overarching objectives of that segment in the current session were to review progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and to discuss the implications of the 2030 Agenda for Sustainable Development for the United Nations development system.

2. Member States recognized that the United Nations development system was at a turning point and that significant changes would be required in order to enable the United Nations to respond effectively to the mandate for integration contained in the 2030 Agenda. They also acknowledged that the call for institutional renewal of the United Nations development system should be based on earlier reform initiatives but should also go beyond them in order to become transformational in nature, which would require strong and sustained leadership by the Member States themselves. The second phase of the Council's dialogue on the longer-term positioning of the United Nations development system would be a key driver in building such momentum. In that connection, the Bureau had recently established an independent team of advisers charged with providing Member States with concrete proposals and options for strengthening the United Nations development system in response to the requirements of the 2030 Agenda.

3. The next quadrennial comprehensive policy review resolution would be critical, as it would lay the foundations for operational activities for development during the first years of efforts to implement the Sustainable Development Goals. In that regard, the review must reflect the essence and spirit of the universal, integrated, indivisible and broad-based 2030 Agenda. It might need to be redesigned in terms of its name, content, strength and applicability, as well as how it was monitored. It would be important to ask whether the review was truly comprehensive and coherent, reflected the priorities needed to deliver on the 2030 Agenda, provided leadership, strategy and vision for the United Nations development system, promoted a comprehensive approach within the system, had the power to fulfil its mandate and could depend on adequate monitoring, follow-up and review mechanisms. Another question was whether the United Nations development system, Governments and strategic partners could easily understand, address, implement and monitor the review.

4. As it entered the implementation phase of the 2030 Agenda, the United Nations system had an opportunity to gauge whether it had the right instruments to steer the course ahead. Gradual change would not suffice; its belief in and commitment to the Agenda would be measured by the extent of its transformation. The time had come to lay solid foundations for guiding, monitoring and assessing operational activities for development and to adopt a new mentality concerning the way the system operated in order to achieve the Sustainable Development Goals. It was not enough to encourage, exhort and urge; it was now time for decisions and action.

5. **Mr. Lykketoft** (Observer for Denmark), President of the General Assembly, said that, following the adoption of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the 2030 Agenda and the Paris Agreement, Governments must now develop national plans, undertake institutional changes and deliver the development assistance and support needed to implement the agreements. However, Governments could not succeed alone; the private sector, civil society, the international finance industry, the scientific community and others also had an important role to play, as did the United Nations. Since September 2015, a series of positive steps had been taken by the Organization to assist countries with the implementation of the 2030 Agenda and support accountability for the grand promises made, including the preparation of the Sustainable Development Goals global indicator framework and the development of the technology facilitation mechanism. Over coming months, Member States would look to optimize the global follow-up and review processes and to ensure coherence and non-duplication across the work of the General Assembly's committees and the Economic and Social Council.

6. The United Nations development system had a crucial role to play in terms of implementation of the

new Agenda, particularly in developing countries, especially the most vulnerable. To do so effectively, it must adapt to the core features of the Agenda and to the needs of its core partners. In the light of the Agenda's focus on all three dimensions of sustainable development, the level of its ambition, the pledge that no one would be left behind, the alignment with human rights, and the focus on national ownership, mutual accountability and multi-stakeholder partnerships, there needed to be a review of, and, if necessary, a shift in, the modus operandi for all United Nations agencies and the system as a whole. The different entities of the United Nations development system, and entities across all three pillars of the United Nations system in general, needed to work together effectively, efficiently and coherently. Through the Council's dialogue on the longer-term positioning of the United Nations development system and the subsequent intergovernmental consultations on the quadrennial comprehensive policy review, Member States had already set in motion the process to support that endeavour. The onus was now on Member States to give guidance to the system on how they wished it to work, what kind of support programme countries required and whether there was a need to make institutional changes. Discussions during the current segment provided an opportunity to further develop thinking in that area. In addition, within the United Nations development system itself, entities would have to adapt and demonstrate their relevance in the new sustainable development era. The internal work of the United Nations Development Group and the United Nations System Chief Executives Board for Coordination had shown progress in that regard, in terms of institutional arrangements, working methods and substantial support. He encouraged them to continue their work and keep Member States informed of their progress. However, in view of the pressing challenges that faced the international community, it was important not to become caught up in internal or intergovernmental processes, but to work together with haste in order to ensure that the implementation of the Sustainable Development Goals got off to the best possible start.

7. **Mr. Wu Hongbo** (Under-Secretary-General for Economic and Social Affairs) said that the adoption of three landmark agreements in 2015 would significantly affect the work of the United Nations development system. In addition, the Organization's broader operating environment was continuously changing, including in relation to the needs of developing countries and the role of development actors. The operational activities for development segment, the dialogue on the longer-term positioning of the United Nations development system and the quadrennial comprehensive policy review were therefore taking place at an opportune time, and the Council's deliberations would be critical in charting a new course for the work of the Organization for development in the post-2015 era. Bold and imaginative decision-making by Member States would be required in order to achieve that objective.

8. The 2030 Agenda marked a step change in international cooperation for development. The substantive scope of the 2030 Agenda and the interlinkages among the Sustainable Development Goals and targets meant that an integrated and coordinated approach to the implementation process would be needed, which would undoubtedly have implications for funding and governance of the United Nations development system, as well as for its capacity and impact, partnership approaches and organizational arrangements The results, impact and cost-effectiveness of development activities could be increased considerably if implemented in a coordinated fashion.

9. In least developed countries, land-locked developing countries, small island developing States and conflict-affected countries, the United Nations development system would need to provide effective solutions adapted to different country contexts. The middle-income countries were also increasingly facing complex development challenges, which would require targeted international support. In countries facing protracted crises, it would be especially important to strengthen the linkages between the development, humanitarian and peace and security pillars of the Organization.

10. In its discussions during the current segment, the Council should bear in mind that, while the United Nations development system remained a preferred partner for programme countries, a much more horizontal and unified approach would be needed to deliver on the expectations of the 2030 Agenda than had been the case with the Millennium Development Goals (MDGs). The system would therefore have to move from mere coordination and cooperation to a fully integrated approach. The effective adaptation of the United Nations development system to the major

ongoing changes in the purpose and modus operandi of international cooperation would require a collective response by all system entities and a considerable change in mindset, method and action. In that regard, the quadrennial comprehensive policy review must serve as an instrument that strategically, effectively and efficiently furthered the objective of system-wide coherence in the United Nations development system in the post-2015 era.

11. **Mr. Gatete** (Rwanda), Minister of Finance and Economic Planning, delivering the keynote address, said that Rwanda had achieved all the Millennium Development Goals (MDGs), in some cases exceeding the targets, thanks to strong national ownership and visionary leadership, the institutionalization of a results-based management culture, the nurturing of home-grown citizen-centred innovations, effective monitoring mechanisms, institutionalized accountability and strengthened institutional and individual capacities. The United Nations development system had contributed in many ways to the progress made in achieving the MDGs. Rwanda had been among the first eight countries to pilot the "Delivering as one" approach and had consistently emphasized the message of "no turning back to business as usual". Particularly strong progress had been made in joint planning across agencies and with the Government. The United Nations Development Assistance Plan (UNDAP) was fully aligned with the Economic Development and Poverty Reduction Strategy of Rwanda. Numerous measurable reforms were being undertaken under the leadership and guidance of the "One United Nations" steering committee, including the "one leader" and "one voice" pillars of the "Delivering as one" approach. A business operation plan had also been developed to focus on quantifiable measures to reduce operational costs and allocate more resources to implementation. The Government had earmarked land for the construction of "one United Nations house" in Rwanda, thereby making progress towards the physical establishment of "one office".

12. At the regional and global levels, an in-depth assessment was needed to identify more areas where the United Nations system could harmonize its work to support existing reforms, such as by jointly mobilizing and pooling resources, building human resources and capacity, and leveraging internal expertise and knowledge on such critical issues as malnutrition, disaster preparedness and management, climate change, and peace and security. There needed to be a common understanding of goals, priorities and implementation mechanisms across different United Nations institutions, including those contributing to peace and security, development and humanitarian affairs, especially when dealing with cross-border conflicts that affected entire regions. A comprehensive approach encompassing development assistance, humanitarian aid and peacekeeping must be developed, especially in light of the continued rise of extremist ideologies and conflicts around the world.

13. At the global level, when considering the attainment of the Sustainable Development Goals, new challenges would need to be addressed, such as the slowdown in the global economy which put strain on development assistance, further highlighting the need for more sustainable funding approaches. A greater emphasis on joint planning and mobilization of resources across shared goals was needed within the United Nations system. More support should also be directed towards building capacity to increase trade and attract investment across regions, while expanding domestic resource mobilization.

14. At the country level, the use of the One United Nations fund facilitated collaboration between the Government and the United Nations country team to prioritize needs for joint programming in the UNDAP; however, the fund's replenishment was having a negative impact on delivery. Pooling resources would help to address the lack of funding for critical areas, reduce fragmentation and increase transparency and accountability. The United Nations country team had made significant progress in reducing internal operational costs, but more needed to be done to reduce transaction costs through increased use of country systems, including for project management, financial management and procurement. Change at that level had to be initiated at the global level in order to be effective at the national level. Lastly, the support provided to countries for their national implementation of the Sustainable Development Goals was critical to their success. Rwanda was closely working with the United Nations country team to address the needs and gaps it had initially identified, including the provision of mass communication locally to all stakeholders, review of the national statistical framework to capture new indicators and revision of long-term development strategies to integrate the Sustainable Development Goals. Harmonization and coordination across United

Nations agencies in their work to support countries in the domestic implementation of the Sustainable Development Goals would further strengthen that exercise and facilitate the sharing of best practices.

Agenda item 7: Operational activities of the United Nations for international development cooperation

(a) Follow-up to the policy recommendations of the General Assembly and the Council (A/71/63-E/2016/8)

Panel discussion: "2030 Agenda for Sustainable Development: What are the implications for policy, programming and operational cooperation and coordination in the United Nations development system?"

15. **Ms. Cliffe** (Director, Center on International Cooperation, New York University), moderator, reiterated the importance of integration across the United Nations development system to meet the Sustainable Development Goals. The 2030 Agenda contained some game-changing shifts for development, including the fact that all the goals and targets would require work across sectors, which represented a particular challenge for the United Nations development system.

16. **Ms. Aitzhanova** (Minister of Economic Integration, Kazakhstan), panellist, said that United Nations operational activities for development had a crucial role to play in the implementation of the 2030 Agenda, which added new urgency to enhancing coordination of the activities of United Nations agencies in the field. Recalling her Government's proposal at the seventieth session of the General Assembly that each country should contribute 1 per cent of its defence budget to a special fund for the Sustainable Development Goals, she said that all 17 Goals were priorities in the countries where the United Nations was working and beneficiary Governments should incorporate them into their long- and short-term strategies. Within each country, concrete implementation mechanisms must be developed, through policy advice, technical assistance and capacity- and institution-building activities, which would bring value added to the work of the United Nations in country offices. From the perspective of beneficiary countries, it did not matter which United Nations agency was providing assistance; what mattered was that the policy advice and technical assistance was relevant and tailored to the country's priorities and strategies, since each country faced its own unique challenges.

17. At the global level, the United Nations could enhance its work on initiatives on universal issues, such as climate change, HIV/AIDS, Ebola and crisis prevention, taking into account present realities. In the current globalized world, it was also vital to enhance its work at the regional level in order to sustain development in each country. It would be impossible for any country to achieve sustainable development on a stand-alone basis without the promotion and enhancement of regional cross-border cooperation on infrastructure, trade facilitation issues and economic integration.

18. At the country level, Governments needed relevant policy advice on issues where they lacked knowledge and expertise. For example, her Government had asked the World Bank to provide relevant technical expertise on policy issues in the context of cooperation on a joint research programme; in that connection, practitioners from other countries had shared advice and best practices from their own national experience. Furthermore, programmes should not be developed at Headquarters but in the country concerned and should be focused on that country's specific needs.

19. United Nations agencies needed to enhance coordination and avoid duplication of work among themselves. The projects and programmes they implemented must be focused, rather than encompassing too many issues, in order to enable the units responsible for coordinating foreign development assistance in beneficiary countries to take charge of them. Owing to the shortage of financing for development programmes and projects, it was important to avoid competition among agencies for sources of funding. Each United Nations agency should bring its value added and comparative advantage to the work it was undertaking at the country level.

20. Flexibility and speed in the delivery of policy advice by the United Nations was very important. Governments, civil society or the private sector sometimes required immediate assistance or assistance outside of programmes and projects on important issues. Kazakhstan, for example, needed assistance with the diversification of its economy, which was currently dependent on exports of major raw materials

and natural resources and was therefore vulnerable to external shocks and price fluctuations in the global commodities market. Diversification of the economy and development of other sectors had thus become priorities.

21. **Mr. Kamau** (Permanent Representative of Kenya to the United Nations), panellist, said that having the entire United Nations system and all nations working for the first time in history on a single development agenda and measuring progress against one indicator framework posed a huge challenge, the deep institutional and programmatic implications of which were yet to be fully understood. A number of significant questions remained to be answered. It would be important, for example, to consider how the United Nations would bring all its country programmes into line with the 2030 Agenda, and how and when would staff be trained to reorient themselves to the Agenda. It should also be asked how the United Nations could transform its way of doing business in the relatively short 15-year period over which the hugely ambitious 2030 Agenda was to be achieved. Would the existing "Delivering as one" approach and the country-led multi-organizational coordination systems work for the new Agenda? Would the programming and operational instruments that were already straining to deliver the old programme be able to meet the challenges of the new one? Could the 2030 Agenda be delivered by the same United Nations resident coordinator system and the same United Nations Development Assistance Framework (UNDAF) system, given that it covered areas, such as trade, in which the United Nations resident coordinator system had not traditionally worked. The key question was whether the existing institutions could simply be "rebooted", using the existing framework, or whether new institutions and mandates might in fact be needed. It would be difficult politically, as well as expensive and time-consuming, to revamp institutions, especially with the short time available to deliver on the 2030 Agenda; however, "business as usual" was not credible. The United Nations system and Member States needed to be open to the possibility that some institutions, programmes and operational practices might change radically, while others might become redundant in the new development paradigm. Over the past 50 years, huge corporations had disappeared owing to changes in market supply and demand, which was not considered unusual, whereas in the United Nations system, institutions never disappeared, even when they might no longer be useful.

22. Policy integration based on the three sustainable development dimensions must become part of how business was done going forward. A new operational standard must be established that fully integrated economic, social and environmental aspects and recognized the need to incorporate the issues of trade and data into that process as well. At the global, regional and country levels, the United Nations must function as an integrated and coherent system. The transformative, universal, rights-based and integrated 2030 Agenda required a transformative and transformed United Nations development system.

23. As part of the ongoing dialogue on United Nations reform, United Nations support should become more strategic, having a longer-term perspective and being fully aligned with beneficiary countries' own development priorities. The United Nations system needed to develop stronger capacities to pool knowledge, resources and expertise for cross-sectoral collaboration. Fostering experimentation and innovation would also be important. In order to meet its increasingly complex mandates and the greater demands being placed on it, the United Nations system must look for innovative ways to diversify and increase sources of funding.

24. Kenya faced a range of humanitarian challenges, including recurrent droughts, a perennial refugee and migrant crisis, disease outbreaks and intercommunal conflicts over resources, which were compounded by climate change, environmental degradation, globalization and technological penetration. Those challenges would require special attention across the United Nations system.

25. **Mr. Clos** (Executive Director, United Nations Human Settlements Programme (UN-Habitat)), panellist, said that, given the current state of affairs worldwide, it was reasonable to expect that a large institution like the United Nations should be managed efficiently and to the highest standard. There was clearly a need to improve the current management model. Many internal and external evaluators had recommended that the United Nations system should make its resource delivery more efficient. Although efficiency did not need to be the highest priority in a multilateral political institution, there was certainly room to improve the efficiency of the Organization's

development capabilities, including by avoiding overlapping mandates and working towards delivery as one. It was time to go beyond simply acknowledging that there was a need to change and begin dialogue on how to implement that change and produce a better functioning organization. The 2030 Agenda provided a good opportunity to do so.

26. There was no need to reinvent the wheel. The Organization could draw on the considerable knowledge already built up by the business sector with regard to improving efficiency. Bearing in mind that the United Nations system was composed of many different entities, some of which had existed since the founding of the Organization, mandates often overlapped and were sometimes interpreted to cover areas of intervention that in fact fell outside the scope of a given entity. As a result, many inter-agency coordination meetings had to be held; such coordination was time-consuming and costly, especially because it required the involvement of senior staff. Moreover, the number of coordination meetings held and the time spent on coordination had never been measured.

27. Reorganization and reform of entities and their mandates was clearly needed, and could be achieved through the implementation of a matrix organization structure, as had been successfully applied in the private sector to complex organizations, such as armies and large international corporations. Under such a model, specific teams could be organized to tackle problems efficiently. However, applying that model to the United Nations would require a revision of its organizational hierarchy. In a typical matrix organization, teams that included senior staff members were often led by lower-level staff, depending on the problem at hand. Therefore, such modernization represented a challenge to the current hierarchy of the United Nations system and would require the Organization to become more flexible. In the private sector, flexibility was considered a value, whereas in a highly hierarchical organization like the United Nations, it was seen as an exception. Managers had to preserve a high level of neutrality and relinquish previous assignments upon entering a matrix organization; otherwise there would be a high risk of conflicts of interest and power.

28. Member States must now take the political decision to advance the modernization of the Organization, applying the many well-tested tools available, and must not become entangled in micromanagement, which would delay the implementation of change and make it more costly and difficult. Some implementation tools were already available, including the Umoja enterprise resource planning system.

29. **Ms. Cliffe** (Director, Center on International Cooperation, New York University), noting that the United Nations development system comprised more than 30 different entities, said that the structure had made a great deal of sense at the time those entities had been established. If the entities were being created now the structure would probably be different, but it was very difficult to dismantle existing structures and the entities instead needed to work together and adapt to the new Agenda.

30. **Mr. Noudéhou** (United Nations Resident Coordinator and United Nations Development Programme Resident Representative in China), panellist, said that the 2030 Agenda could be achieved only through national ownership and with the United Nations development system offering tailored support that was adapted to each context. The system must work with national capacities and be responsive to national priorities, and should adopt a differentiated approach in providing support.

31. Implementation of the Sustainable Development Goals would take different forms depending on settings but, in general, close attention would be paid to national strategy planning and fostering innovation to accelerate results; building partnerships to finance the Goals; strengthening national resilience to shocks; and determining which results to monitor and ways to measure progress. To provide effective collective assistance to achieve the Goals, the United Nations development system needed to be capable, responsive and agile at the country level. To that end, country teams should have the flexibility to work with host Governments to establish UNDAFs or similar instruments that were adapted to local contexts. In China, a new UNDAF had been signed with the Government following an extensive repositioning of the United Nations system to ensure that it was fit to meet expectations. The Framework was in line with the national five-year plan and focused on poverty reduction and equitable development, improved and sustainable environment, and enhanced global engagement. In addition, the Framework specified the key means of engagement for the United Nations,

taking into account its comparative advantages and the availability of other development capacities in the country. The next generation of UNDAFs should therefore be differentiated in both structure and content to reflect local expectations.

32. Given the scope of the 2030 Agenda and the links between the Goals, the United Nations needed to ensure greater integration of its efforts at the country level through joint planning of humanitarian work, support for peace and security and development activities. In addition, even in settings where work was concentrated under one pillar, the support provided should be well integrated and the development system should draw on expertise and inputs from all entities. However, comprehensive action could be achieved only if country teams were provided with appropriate resources at the country level. As a result, there was a strong need for adequate and predictable core funding. The support of Member States was needed to provide the Organization with the critical means that it needed to function effectively. In particular, pooled funding mechanisms that were accessible by the country team could foster integrated work and reduce competition for funding among agencies. Funding support for the resident coordinator system was especially critical as greater integration at country level would require more coordination resources.

33. Most countries were now applying all or some of the elements of the "Delivering as one" initiative that were outlined in the standard operating procedures, which was creating better coherence and national ownership. Those gains must be consolidated through continued implementation of the standard operating procedures, including business operations, to facilitate further operational efficiencies. To achieve greater integration, resident coordinators should be given the appropriate authority to guide coordination at the country level, and innovative measures should be explored to create incentives for closer cooperation among country team members. Accountability issues needed to be properly addressed and funding windows accessible by country teams for joint work would also be very helpful. Lastly, efforts should be made to ensure coherence and integration at Headquarters level, including implementation of appropriate reforms to harmonize programming and operational policies.

34. **Mr. Gatete** (Rwanda), Minister of Finance and Economic Planning, said that time was of the essence because United Nations reform was not a quick process and the 2030 Agenda covered just 15 years. His Government was working with United Nations agencies and other development partners to determine how to finance the Sustainable Development Goals; a centre was being established in Rwanda to coordinate the Goals and the Cabinet had adopted a timetable. While commendable efforts were being made at the country level by the resident coordinators and country teams, reform must be initiated from the Headquarters level if it was to be successful. Bold changes were needed to eliminate overlapping mandates and duplication within the development system, and a timeframe for the reform was needed.

35. With its declining resources, the Organization would be unable to fund all indicators and all areas and it was therefore vital to define the strategic areas on which the development system should focus, since a scattered United Nations would not deliver results. Moreover, the United Nations was not the only institution that funded development and the United Nations development system should therefore establish partnerships with the World Bank and other development partners to assist countries at the national level. The United Nations had a solid background in capacity-building and should focus on providing assistance in that regard while partnering with investors that specialized in other areas such as trade and investment and the facilitation of free movement and integration. In addition, new ways of mobilizing resources must be found as part of the comprehensive reform needed at the Headquarters level.

36. **Mr. Tatiyapermpoon** (Observer for Thailand), speaking on behalf of the Group of 77 and China, said that the eradication of poverty in all its forms remained the greatest global challenge and an indispensable requirement for achieving the 2030 Agenda. At the country level, UNDAFs must be aligned with national development plans and strategies, and should take into account different national realities, capacities and levels of social and economic development to ensure national ownership. In addition, agency-specific programming instruments and processes should be harmonized in line with the respective national UNDAFs.

37. At the global level, the 2030 Agenda should be mainstreamed across all United Nations entities to ensure consistency and alignment of their respective activities and mandates with the objectives of the Agenda. In addition, greater efforts were needed to

achieve collaborative procurement and vendor management to ensure coherent service delivery by the United Nations development system. United Nations country teams and operations staff should continue to harmonize business practices in their operational support to national Governments in accordance with General Assembly resolution 67/226.

38. Promoting national capacity-building in developing countries was a core function of the United Nations development system and all entities should work to improve their effectiveness in building national capacities through greater coordination and harmonization, an emphasis on results-based capacity development and better access to knowledge and information resources at the country and regional levels. The development system needed to ensure stronger coherence in its delivery of services to provide optimum support for developing countries in their efforts to achieve sustainable development. That common goal could be achieved only through a collaborative, non-silo approach.

39. **Mr. Charles** (Trinidad and Tobago), speaking on behalf of the Caribbean Community (CARICOM), said that the United Nations development system should assist countries in translating the 2030 Agenda and the outcomes of all major United Nations conferences associated with that Agenda into an integrated development road map that resonated at the regional and national levels. To that end, further clarity was needed on the role of the development system and operational activities for development in relation to the 2030 Agenda. In addition, allocations to core resources should be increased to effectively fund the work of the United Nations development system.

40. The United Nations development system needed to tailor its support to countries based on their specific circumstances and development needs, and countries in special circumstances required focused treatment in line with their priorities. CARICOM agreed with the Group of 77 and China that there was a need for integrated delivery of several programmes, including the SIDS Accelerated Modalities of Action (SAMOA) Pathway (Samoa Pathway). For that reason, the updated report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review should include further plans for integrated approaches at the country level between United Nations agencies, funds and programmes in line with the 2030 Agenda, and should provide further clarity on the scope of capacity-building support to be made available to Member States, in particular for the purpose of institutional strengthening for implementation, follow-up and review activities relating to the 2030 Agenda, including in the area of data and statistics. In that regard, the CARICOM member States needed specific assistance in developing their data collection capacities to ensure that their indices were correct. Lastly, his delegation sought further information on how UNDAFs could be aligned to address the 2030 Agenda.

41. **Mr. Egli** (Switzerland) said that it did not matter who delivered on the ground; what was important was that targeted policy support was provided in line with national priorities. The 2030 Agenda was a major opportunity to make changes but the reform must be initiated at the Headquarters level. An Organization-wide strategy was needed to guide the United Nations in its efforts to implement the 2030 Agenda. There should be an overarching framework that would take into account the comparative advantages of the United Nations — including its experience in capacity-building and its power to convene — and would guide how the different agencies operated under the one umbrella. However, time was of the essence and reforms must be initiated promptly and incrementally. One solution could be to introduce an operational lead agency system which would mean that only some major agencies would be operational on the ground and the other technical agencies would delegate their activities to those lead agencies. The lack of ownership needed to be addressed and support should be aligned with national priorities, taking account of input from the Government, civil society and the private sector. Above all, the development system's response must be timely.

42. **Ms. Naeem** (Observer for Maldives), speaking on behalf of the Alliance of Small Island States, said that the devastation caused by Cyclone Winston in Fiji had highlighted the vulnerability of small island developing States to natural disasters and the nexus between development and humanitarian assistance. The 2030 Agenda must be implemented in a coordinated and coherent manner, not only to ensure optimum efficiency but also to reduce the burden on small island developing States and other countries with limited resources. Too many forums, all working without coordination and coherence, led to ineffective

allocation of resources, duplication and ultimately the failure to deliver on commitments made.

43. Coordination at the national level was also vital, and global frameworks must be aligned with national development plans and strategies, taking into account the specific circumstances in each country. In the case of small island developing States, the 2030 Agenda reflected the sustainable development priorities of those States, as outlined in the Samoa Pathway. To ensure institutional coherence, United Nations entities must work in a coordinated manner within countries and at every level through the UNDAFs developed by national Governments in collaboration with the United Nations system.

44. Service delivery in many small island developing States was different to delivery in other countries. Multi-country offices and regional UNDAFs were being tested in those States, but that model clearly required a very different, targeted approach to service delivery and programme coordination. With their small populations, remoteness and high levels of dispersion, small island developing States were in particular need of capacity-building assistance to ensure their long-term development. In addition, much needed financing was often inaccessible to those countries owing to cumbersome and rigid application processes. Lastly, multiple country offices usually had local teams in countries without a physical presence. However, those local teams were often not equipped with the information and training required to work with bureaucratic United Nations systems and that had an adverse impact on service delivery.

45. **Mr. Munir** (Pakistan) said that the United Nations development system had played a commendable role in supporting the efforts of countries to achieve the MDGs and had evolved into a very dynamic, responsive development support system. However, the 2030 Agenda was very complex and it could not be fully implemented through traditional development cooperation. The range of issues covered by the Sustainable Development Goals and their universal nature required strategic thinking, a move away from "business as usual" and a recalibration of the United Nations development system, including the resident coordinator system and the UNDAF.

46. At the global level, the Council's dialogue on the longer-term positioning of the United Nations development system and the quadrennial comprehensive policy review would need to respond to the challenges posed by the 2030 Agenda by implementing a comprehensive adjustment of the development system. In addition to institutional and normative reforms, measures were needed to address the decline in core funding and the increasing reliance on non-core funding, since earmarked funding could not guarantee a comprehensive implementation of the Agenda and was bound to leave progress lagging behind on certain goals and targets, especially those more likely to be priorities for developing countries.

47. At the country level, the United Nations development system should complement national efforts to implement the 2030 Agenda, and emphasis should be placed on poverty eradication and sustained economic growth and development. The programmatic activities of the United Nations must be consistent with national programmatic activities and development priorities. The recalibrated system should strengthen national capacities and the use of national execution mechanisms and local expertise in the implementation of its operational activities. Lastly, the role and function of resident coordinators, including their engagements with development stakeholders and civil society, should continue to be under the leadership of the Government.

48. **Mr. Sobral Duarte** (Brazil) said that the Sustainable Development Goals were game changers but they would not be achieved through a "business as usual" approach. Instead, a completely new approach was needed and it should be based on greater coordination, improved efficiency and new ways of thinking. National ownership was fundamental and was directly linked with the priorities set by States. In addition, no single agency could automatically assume the leadership role for all Goals. Country teams needed to be more flexible and the idea of a matrix organization was a promising one. It was important to find ways to involve the private sector, civil society and other new actors, and to increase core resources. Lastly, 15 years was not a long time and it was important to establish a clear time frame for the reform of the development system.

49. **Mr. Velázquez Castillo** (Observer for Mexico) said that the United Nations must be a strategic partner for all countries and should contribute to mobilizing external resources and promoting the participation of non-traditional actors in international development cooperation. It should also promote strategic

partnerships between Governments, civil society and the private sector in order to reduce operational costs and allow for innovative solutions to the challenges of international development cooperation.

50. A key mission of the United Nations was to assist Member States in achieving development, but, to have a positive impact, it needed to ensure that resources were used in a coherent, effective and efficient manner. In order to mobilize resources to improve the activities of the United Nations development system it was important to continue promoting South-South cooperation and other forms of cooperation. In addition, the international community should commit to strengthening the technical capacities of country offices to support implementation of the Sustainable Development Goals. To offer comprehensive support to country programmes in the post-2015 era, the United Nations development system should work to eliminate any overlap between functions and mandates to avoid duplication of activities, efforts and resources.

51. The United Nations system must help countries to ensure comparability by building capacities and promoting the exchange of experiences and best practices. It would thus contribute to ensuring shared results at the country level and the establishment of agreed guidelines to facilitate comparisons throughout the country and the monitoring of overall progress. Follow-up frameworks should be established to facilitate the sharing of information. Lastly, the United Nations development system should seek platforms and processes at the regional and global levels and should coordinate the integration of its results both technically and politically. Regional processes outside the United Nations should also be taken into account and made more coherent, while other actors should be included in decision-making.

52. **Ms. Requeira** (Observer for Cuba) said that the quadrennial comprehensive policy review was of great importance to developing countries. It was also important to continue working at the national, regional and international levels to ensure effective follow-up of the commitments made in the Monterrey Consensus, the Doha Declaration on Financing for Development and the Addis Ababa Action Agenda. The outcomes of the annual Economic and Social Council forum on financing for development follow-up and the multi-stakeholder forum on science, technology and innovation for the sustainable development goals were equally crucial and would be incorporated into the review of the implementation of the 2030 Agenda during the high-level political forum on sustainable development. Her delegation urged all States to commit to those processes.

53. Financing for development did not concern only developing countries; the universal Goals and targets of the 2030 Agenda would be achieved through an effective global partnership for sustainable development. However, global development strategies must take into account the specificities and unique challenges faced by certain types of countries.

54. The United Nations system played an essential role in promoting development and assisting countries in combating the effects of the economic and financial crisis. In addition, it was responsible for coordinating those processes and ensuring that the measures agreed upon were implemented and reviewed in a timely, inclusive, voluntary and transparent manner. However, implementation of the Agenda went beyond the limits of a single agency, fund or programme, and the entire United Nations system should be involved so as to strengthen the impact of its operational activities for development. In addition, effective mechanisms should be established to ensure implementation, evaluation, follow-up and accountability.

55. While her delegation welcomed the strengthening of the resident coordinator system, that process and the mandates of funds and programmes on the ground should remain voluntary. The mandates, authority and characteristics of each entity, including their areas of specialization and capacity to mobilize resources for programme execution, should be respected; however, the task of implementing the 2030 Agenda should involve the entire United Nations system and should not be monopolized by certain parts of that system. In that regard, Cuba rejected the priority given to certain Sustainable Development Goals to the detriment of others, as well as their use for political ends.

56. Core resources were the cornerstone of United Nations operational activities and the only guarantee that the needs and priorities of beneficiary countries would be properly met. Steps must therefore be taken to address the growing imbalance between core and non-core resources, which was a major cause of the lack of coherence in operational activities. Her delegation was also concerned at the use of South-South cooperation by developed countries as a way of circumventing their commitment to allocate 0.7 per

cent of their gross national income to official development assistance. Although South-South cooperation remained a viable option for promoting development initiatives, it could not be a substitute for North-South cooperation.

57. The quadrennial comprehensive policy review would be a good opportunity to reaffirm the principles that guided the activities of the United Nations system in countries and to strengthen its intergovernmental nature and its strictly development-related objective. The system should be increasingly proactive in eradicating poverty and achieving sustainable development, and more responsive to the national strategies and priorities of the countries of the South. Institutions should be able to draw on increasing, predictable and non-conditional resources to promote socioeconomic development on a neutral basis, at the request of national Governments and with respect for national sovereignty.

58. **Mr. Motter** (Inter-Parliamentary Union) said that the 2030 Agenda clearly acknowledged the role of parliament in implementing the new Agenda and in deepening ownership of the Agenda by the people themselves. A change was therefore required in how the United Nations development system would work in countries going forward. Parliament should be acknowledged as a distinct partner separate from the executive branch, civil society and the private sector. There had been much talk about involving the private sector and civil society as partners but parliaments were also key.

59. The quadrennial comprehensive policy review should include a clear mandate for country teams and the United Nations development system to work with parliaments. To that end, there should be an identifiable focal point in each country team responsible for managing relations with parliaments and ensuring coordination on the United Nations side, and a work plan should be devised for collaboration with parliaments. In addition, clearly earmarked resources were needed to assist parliaments, which, in many countries, were underresourced and therefore not fully informed about processes under way in their country, lacking the information that was required for them to do their work as legislators and as representatives of the people.

60. The United Nations development system should help to mainstream the Sustainable Development Goals through national parliaments by providing assistance in reviewing their institutional capacities, providing independent data analysis and information to parliaments, supporting the drafting of legislation, facilitating parliamentary engagement in national sustainable development plans and providing citizen feedback to parliamentarians on the delivery and impact of Sustainable Development Goals on the ground.

61. **Mr. Axerup** (Sweden) said that the key to cooperation among United Nations entities and between those entities and other development actors was successful partnerships. The United Nations played an exceptional role in generating, facilitating, leveraging and participating in partnerships at the national, regional and global levels, and that role would remain vital as its development system worked towards the shared delivery of development results in line with the 2030 Agenda. At the country level, partnerships must be aligned with national development strategies and circumstances to ensure national ownership and inclusion of the most relevant development actors in each country.

62. In order for the United Nations development system to be able to deliver integrated support to programme countries, the role of the resident coordinators should be strengthened and more authority should be given to resident coordinator offices. In addition, the recruitment process for resident coordinators should be modified to better match the characteristics of the mission. In particular, the mandates of resident coordinator offices needed to be strong enough to enable them to efficiently coordinate the efforts of the United Nations development system at the country level and ensure that its capacities were maximized.

63. Until Member States reached agreement on what the functions of the United Nations development system should be, it would be impossible to determine what changes should be made to policies and instruments in support of delivery of shared results at country level. The changes required would need to be considered in the light of the new functions that the system would inevitably have to assume in order to meet the demands of the 2030 Agenda. However, it was clear that the United Nations would need to do less and enable more. Lastly, an increase in core funding was vital if the United Nations development system was to deliver on the 2030 Agenda. His delegation

therefore looked forward to an in-depth discussion of the funding architecture.

64. **Ms. Fladby** (Observer for Norway) said that the issue of core funding had been discussed for many years but nothing had happened. Her delegation wondered what Member States could do to ensure that core funding was increased. Further discussions were needed on the principle of burden sharing. While core funding was very important, greater use should also be made of multi-partner trust funds, as another funding mechanism that could ensure that the United Nations worked in an integrated manner. With regard to the resident coordinator system, her delegation wondered whether it would be better to further improve that system or make more fundamental changes so that the resident coordinator functioned more like a chief executive officer than a coordinator.

65. **Mr. Higuchi** (Japan) said that, although it was primarily the role of the Governments of programme countries to coordinate the development activities of different stakeholders, the United Nations supported Governments through capacity-building. In addition, depending on the needs of programme countries, the Organization could be requested to play a bridging role between different stakeholders and the Government. The broad targets of the 2030 Agenda and the changing development landscape meant that the private sector, civil society and other stakeholders were playing a more prominent role in development, and the United Nations development system needed to promote the participation of those stakeholders and broaden its donor base. However, it was also important to avoid duplication and improve coordination between United Nations entities. To that end, the development system should set targets to indicate the level of coordination expected.

66. **Mr. Eichen** (Germany) said that a reform of the United Nations development system was needed and there should be a shift towards integration. His delegation wondered whether the focus of the quadrennial comprehensive policy review and the operational activities for development segment needed to change in the light of the ambitious new 2030 Agenda.

67. **Ms. Aitzhanova** (Minister of Economic Integration, Kazakhstan) said that reforms were painful but courage and political will at the highest level were needed. Her Government had recently implemented organizational reforms in response to criticism from the private sector and civil society. After a six-month analysis of the functions of each ministry, duplicated functions had been eliminated and the number of ministries had been reduced from 17 to 12. In addition, some services had been outsourced to the private sector and functions had been decentralized from the Cabinet to the ministries.

68. The United Nations development system needed to reflect a healthy balance of experience in Government, the private sector, civil society and the United Nations. As a result, it was important that junior programme officers who joined the United Nations in the early stages of their career did not end their career in the United Nations system. United Nations staff in the field could be relevant to the work of Governments only if they had multidimensional expertise.

69. **Mr. Kamau** (Permanent Representative of Kenya to the United Nations) said that a clearing house was needed to examine all the ideas and prioritize what should come first in implementing the changes necessary to achieve the 2030 Agenda. If the leadership was going to come from the top then the United Nations System Chief Executives Board for Coordination would need to take on that role and provide direction to Headquarters for the reform. Whatever was decided, the division of labour must be agreed upon to ensure a coherent approach to the reform.

70. The 2030 Agenda was universal and development challenges were being faced by all countries, not just the countries of the South. As a result, international organizations must respond to all countries collectively. At the same time, however, resources should not be taken away from development assistance to drive priorities in countries that should be able to fund their own engagement with international organizations.

71. **Mr. Clos** (Executive Director, United Nations Human Settlements Programme (UN-Habitat)) said that there was a need for change, especially at the senior level at Headquarters, and core funding must be increased. The decision to increase core resources would come from Member States but the Organization also needed to demonstrate high levels of efficiency and performance in order for Member States to be able to justify such funding increases to their constituents.

72. The resident coordinator system was a good system but improvements were needed. If the system worked well enough, there should not be a need to have resident staff for every programme. Decisions needed to be taken about the reporting lines for resident coordinators and their duties and terms of reference so that they could represent all United Nations agencies equally, even those not present on the ground. The Organization needed to draw on both generalists and specialists, and a matrix organization structure would ensure efficiency.

73. **Mr. Noudéhou** (United Nations Resident Coordinator and United Nations Development Programme Resident Representative in China) said that the full engagement of Member States was needed. The United Nations development system was owned by Member States and services were delivered to Member States as clients. Small island developing States and middle-income countries would approach the Sustainable Development Goals differently, and the way in which results were measured would also vary between countries. The United Nations therefore needed to work with Member States to find appropriate solutions.

The meeting rose at 1.05 p.m.

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Summary record of the 10th meeting
Held at Headquarters, New York, on Monday, 22 February 2016, at 3 p.m.

President: Mr. Palma Cerna (Vice-President) ..... (Honduras)

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Dialogue with the executive heads of the United Nations funds and programmes

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Palma Cerna (Honduras), Vice-President, took the Chair.

The meeting was called to order at 3.10 p.m.

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*) (A/71/63-E/2016/8)

1. **Mr. Gass** (Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs), introducing the report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/71/63-E/2016/8), said that, although the United Nations development system remained a preferred partner for programme countries in addressing universal challenges, it must adopt a more horizontal and unified response, taking into account the needs of developing and middle-income countries, in order to remain relevant in the new development landscape and respond to the universal, integrated and specific challenges of the 2030 Agenda for Sustainable Development. Programme countries were requesting assistance from the United Nations development system in the areas of environment and natural resources, sustainable development policies, agriculture and rural development, economic growth and employment, and health. The system had lost its first place as the preferred provider for regional and subregional coordination and must overcome strategic, financing and operational gaps that hampered its ability to work together as a system, especially in its humanitarian, human rights, development, and peace and security efforts, as required by the 2030 Agenda. It must move beyond coherence and coordination towards integration, defined as a shared understanding of goals, interlinkages and the normative frameworks that underpinned them.

2. As the nature of funding affected the ability of the United Nations development system to deliver in an integrated manner, the 2030 Agenda required a shift in funding practices to match its integrated, multidimensional approach. The funding trends of the previous two decades had continued, with contributions for operational activities for development totalling $28.4 billion in 2014, a 6.9 per cent real increase compared to 2013 that was entirely attributable to higher non-core funding. Core contributions had actually declined by 0.5 per cent in real terms and accounted for only 24 per cent of total funding, the lowest share ever. In addition, the majority of non-core funding was restrictively earmarked for specific projects, and resources were limited for pooled funds, which often relied on just a few donors. Many United Nations entities had responded by undertaking structured financing dialogues with Member States to improve the predictability, flexibility and alignment of funding and to facilitate the even distribution of sufficient resources across programme areas. Developing country contributions had grown by 26 per cent since 2011, amounting to $703 million in 2014, excluding local resources. In addition, $1.32 billion in local resources had been provided by developing countries for their own domestic programmes; however, efforts to ensure full cost recovery and broaden the donor base must continue, as operational activities for development still relied heavily on the top three donor countries, namely, the United States of America, the United Kingdom, and Japan.

3. Unfortunately, common budgetary frameworks, integrated budgets, enhanced transparency and accountability for results, and an aggregated system-wide overview of financial flows were still missing and the United Nations development system had not yet fully delivered on three of the key areas identified in the 2012 quadrennial comprehensive policy review: poverty eradication, South-South cooperation and capacity development.

4. While there had been progress in the degree to which national institutions were engaged in the design and implementation of programmes, there was no visible trend towards greater use of national procurement, financial, monitoring and reporting systems, partly as a result of capacity gaps, political instability, inherent risks, and insufficient funding. The potential of South-South and triangular cooperation also remained underutilized; in order to provide support in that area, the United Nations development system required additional capacity and funding and must move away from predominantly individual agency-based approaches. Mechanisms such as "Delivering as one", the resident coordinator system

and the United Nations Development Assistance Framework (UNDAF) must represent a floor rather than a ceiling.

5. While most Governments saw the "Delivering as one" approach as a major step towards greater coherence at the country level, survey results had shown that many programme country Governments were still assessing the benefits of that approach and the transaction costs associated with its adoption seemed to discourage some Governments. Although the UNDAF had made it possible to closely align United Nations activities with national plans and strategies, it appeared that it might require review in terms of its applicability to different situations, forms of presence and programming arrangements. A longer-term strategic approach linking sustainable development and humanitarian action, human rights, peacebuilding, and disaster reduction might be needed to translate the 2030 Agenda into focused and achievable actions.

6. The resident coordinator system had seen improvements in functional firewalls, recruitment diversity and performance appraisals, but offices were still often understaffed and underfunded. Different organizational models and business practices were needed to match expectations with the limited resources available. United Nations entities must do more to eliminate barriers to harmonization and simplification within and across entities, including access to information and infrastructure. Multi-country offices were needed to combine decision-making power, reach and access. A reduction in physical representation must not lead to a reduction in the engagement of the development system as a whole, but should instead maximize comparative advantages and resources.

7. The highly integrated 2030 Agenda posed a number of challenges for the still loosely integrated United Nations development system. Moving forward, it would be necessary to clearly define the system's functions, build on its comparative advantages and harness the strength of external players in line with United Nations principles. The United Nations development system must provide a truly integrated response, it must be agile and must align its functions, funding, governance, organizational arrangements, capacity and partnership approaches with the imperatives of an interdependent 2030 Agenda. Greater clarity was needed on what was meant by the United Nations development system and its operational activities for development. Such terms had generally been defined by funding practices, which did not adequately reflect expectations regarding the 2030 Agenda.

8. The 2016 quadrennial comprehensive policy review would play a key role in the implementation of the 2030 Agenda, and should serve as a system-wide framework for planning, budgeting, implementation, monitoring, evaluation and reporting. It should be elevated to a strategic instrument enabling the United Nations to fully deliver as a system.

(b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (E/2015/34/Rev.1, E/2015/35, E/2016/4, E/2016/14 and E/2016/36)

Dialogue with the executive heads of the United Nations funds and programmes

9. **Ms. Clark** (Administrator, United Nations Development Programme (UNDP)), panellist, said that the implementation of, and lessons learned from, the 2012 quadrennial comprehensive policy review were critical for the roll-out of the 2030 Agenda. The United Nations Development Group (UNDG) had developed standard operating procedures that codified best practices from the experiences of "Delivering as one" countries and had been embraced by all entities in the United Nations development system as well as country teams. Eighty-eight programme country Governments had expressed their interest in having the "Delivering as one" approach formally implemented in their countries.

10. The selection, training, and appraisal of resident coordinators had been overhauled, and the gender, geographical and agency balance of those selected had improved. Greater inter-agency cooperation had been achieved at the country level, including by establishing issue-based results groups, as envisaged by the new standard operating procedures. Approximately 131 country teams were now organized around such groups and working without silos, representing a total of 320 joint programmes. Close to 40 country teams were further improving operational effectiveness through common business operations strategies. The

UNDAF process had been simplified in some 40 countries, including by paying more attention to gender equality and women's empowerment. Resident coordinators and country teams had been provided with policy tools and strategies to support South-South and triangular cooperation. A new approach to conflict and development analysis had also been developed in order to help resident coordinators and country teams engage the entire United Nations development system in conflict-sensitive strategic planning.

11. The forthcoming quadrennial comprehensive policy review should be ambitious, strategic and focused on results across the entire system; guided by the 2030 Agenda, it should become the overarching framework driving coherence in the system as a whole. The 2030 Agenda provided an important opportunity to advance sustainable development globally. National ownership and leadership were critical in that regard. Already, 81 Governments had requested support from United Nations country teams in implementing the Sustainable Development Goals. Approximately two-thirds of the countries that had volunteered to report on the roll-out of the new Agenda at the high-level political forum on sustainable development were developing countries.

12. At the request of Governments, UNDP was helping countries to mainstream the Sustainable Development Goals into national development plans, strategies and budgets. UNDG had issued a reference guide to support all country teams with mainstreaming, acceleration and policy support in accordance with country needs, capacities and demands, drawing on the joined-up expertise of the whole system. Country frameworks must have strong national ownership and endorsement, including greater use of national capacities and systems where possible.

13. The positive impact of delivering as one had been seen at the country level; now it was necessary to catch up at the regional and global levels to ensure the full coordination of support for the 2030 Agenda behind a common approach. Adaptation to instruments was occurring rapidly on the ground. In Kenya, an ambitious new UNDAF process had been embedded into the country's new national plan, presenting a good example of how the United Nations development system could adapt quickly and respond to the challenges of doing business differently. Country teams must be flexible in order to scale up efforts quickly or change course in light of lessons learned or unforeseen events. It was also necessary to have differentiated responses to different country typologies. However, high-impact results must be delivered as a system: the days of working separately in silos were over.

14. The 2030 Agenda was an integrated agenda that required work across all the pillars of sustainable development for both Governments and the United Nations. The World Humanitarian Summit in 2016 would present a good opportunity to enhance further collaboration. An empowered resident coordinator system must be at the centre of greater integration, coordination and impact. It should be composed of the best talent available, who should be given the authority to bring a wide range of actors into play. A capable and well-resourced resident coordinator system must be strongly grounded in country development realities, be institutionally supported by a broad field presence, not be politicized, and enjoy full support and commitment across the United Nations system.

15. As the nature of funding had a major influence on the operations of the United Nations development system and on incentivizing collaboration, predictable and flexible funding practices must be adopted. The current funding architecture was complex, fragmented and included ever-increasing levels of non-core funding. How the system was funded mattered: it must be able to call on a broader range of traditional and innovative instruments in order to be fit for purpose.

16. Pooled funding, as well as unearmarked or minimally earmarked funding, supported strategic and joined-up operations, while fragmented and highly earmarked funding did not. Member States held the solutions to such challenges. More pooled and multi-year funding would support the transition to a single framework for planning and financing humanitarian, peacebuilding and development actions. Changes in funding practices must also be met with changes in the way the United Nations development system attracted, managed and reported on funding and allocations. Furthermore, higher levels of data transparency were required across the entire United Nations system to meet the standards of the International Aid Transparency Initiative.

17. Strengthened and innovative uses of data and analysis, global knowledge-sharing platforms, technology and public engagement techniques would be crucial for delivering on the 2030 Agenda. The United Nations development system encouraged

experimentation, pooled data and knowledge, learning by doing and cross-country learning. Coordinated work on national statistical and data capacity development, an area of continued high demand, must remain a high priority for Governments in implementing the Agenda. Numerous agencies were currently working on a coordinated and data-based approach to midterm reviews of strategic plans with a view to ensuring full alignment with the 2030 Agenda. The ambitious, integrated and transformational nature of the new Agenda demanded adaptation and change from Member States, United Nations entities and the development system as a whole.

18. **Mr. Lake** (Executive Director, United Nations Children's Fund (UNICEF)), panellist, said that the meeting was taking place at a very important moment, namely, the dawn of the sustainable development era. Following diplomatic success at the General Assembly, action was now required. What mattered were results for the girl denied a seat in the classroom, the boy denied a vaccination, and the children trapped by conflict or vulnerable to natural disasters. Without reaching those left behind by inequalities, poverty and humanitarian emergencies, the Sustainable Development Goals could not be achieved. The quadrennial comprehensive policy review was an opportunity to summon capacities across the United Nations system to make progress on the new Goals and help children and families left behind. Poor children should receive the health care and education that would help them as adults to compete on a more level playing field with the children of richer families, thus making their own lives better and their societies more prosperous.

19. United Nations staff members were stepping up their efforts to deal with emergencies that were growing in scale and number, but the increase in donor resources was insufficient. While there was a need to increase efficiency and work with partners within and beyond the United Nations system, the already overburdened staff should not have new and expensive bureaucratic layers imposed on them. The current quadrennial comprehensive policy review had led to structural improvements, but structural reform should not be implemented as an end in itself rather than for achieving results. The 2016 review could achieve results for the most disadvantaged, reflect the shared commitment to universality and support cooperation across sectors. It would be an opportunity for the United Nations to break the vicious circle of inequality. When the poorest, most disadvantaged and hardest-to-reach children were denied an education, health care, nutrition and protection, inequalities could only worsen. Millions were being condemned to a life of disadvantage simply because of who they were, where they lived or their gender.

20. UNICEF worked with Governments to conduct surveys and produce data disaggregated by household wealth, geography, gender, ethnicity, language, age and other key factors. The Monitoring Results for Equity System (MoRES) of UNICEF was useful for monitoring programmes and policies to identify and overcome barriers preventing the most marginalized children from accessing the services they needed. Data collection would also be essential to measure progress towards the Sustainable Development Goals. UNICEF and the World Food Programme were organizing a series of workshops bringing agencies together with academics and the private sector to share new ideas and innovations in data collection.

21. The new quadrennial comprehensive policy review was an opportunity to reflect a shared commitment to universality, supporting the most vulnerable people in every society. In order to do so, the United Nations should be ready to support Governments in every country, especially as more developing countries made the transition from recipient to donor status, and from low-income to middle-income or even high-income status. UNICEF was exploring a new policy to maintain an operational presence in upper-middle-income countries.

22. The new quadrennial comprehensive policy review could support integration. Long-term development efforts, humanitarian responses and efforts to combat climate change were too often kept conceptually and operationally separate, with distinct funding appeals, advocacy campaigns and conferences, as if extreme poverty and inequalities were not linked to conflict, and as if climate change, disease and resource scarcity all existed in separate worlds. In reality, when a girl displaced by conflict received an education, it not only shaped her mind, it built her future so that she could contribute to her family and society when she became an adult. Education in the midst of a humanitarian crisis was inherently related to development; in fact, an education that included good citizenship and attention to disaster risks was part of both peacebuilding and resilient development.

23. It was important to remember that when humanitarian and development efforts were perceived as serving political purposes, they would be considered suspicious. Those efforts should not therefore be politicized or too closely tied with the more political United Nations offices even though collaboration took place at the strategic level. Coherence should, however, be increased. Country teams had shown that standard operating procedures could bring together expertise and programmatic strengths from across the United Nations system. For example, in Tanzania, new HIV infections had been halved in the previous five years thanks to coordination between the Government and the United Nations family; in Ethiopia, collaboration between UNICEF and the Office of the United Nations High Commissioner for Refugees (UNHCR) had helped 140,000 South Sudanese women and children receive food, medical care and protection.

24. The current quadrennial comprehensive policy review had already simplified programming, enabled a focus on common results, and aligned global strategic plans. The standard operating procedures had shown that United Nations agencies could work more closely together and with Governments and other partners. However, in spite of many successes, country offices had identified challenges such as the lengthy processes needed to transfer funds and a tendency for procedures to take precedence over results. The new quadrennial comprehensive policy review should therefore shape programmes and partnerships so as to reach goals, reflect the universal mandate, coordinate processes, and thereby achieve the desired results.

25. **Ms. Mlambo-Ngcuka** (Executive Director, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)), panellist, said that UN-Women welcomed the strong gender equality focus of the historic documents agreed upon in 2015. However, 2016 must be a year to start delivering on promises. That required a United Nations system that was strong, effective and adequately resourced. The Council's dialogue was an opportunity to shape the future of the United Nations development system, as well as a forum where bold proposals for change could be made, especially in the context of assessing the implementation of the current quadrennial comprehensive policy review and making preparations for a new resolution. UN-Women, whose universal mandate covered peace and security, human rights, sustainable development and humanitarian action, was a result of Member States' resolve to improve efficiency, integration and results, and its composite nature gave it a triple mandate of normative support, coordination and operational activities. One of the lessons that UN-Women had learned was that normative and operational work could not be separated. By integrating international normative standards into programming, the United Nations system could support countries in addressing the needs of the poorest and most vulnerable.

26. UN-Women, together with other members of the United Nations system, had been called upon to support Member States as they implemented the Sustainable Development Goals. Achieving full integration between its normative, coordination and operational roles needed programming tools and processes that enhanced synergies in day-to-day programming. At the global level, the United Nations required a more integrated planning and financial architecture, as well as more integrated funding solutions for an interlinked, indivisible and universal development agenda. Just as implementation of the Sustainable Development Goals at the national level required a whole-of-government approach, a whole-of-system approach was needed at the level of the United Nations development system. Coherent work added value to the countries and people that the United Nations served, especially in the area of gender equality and women's empowerment. Over 80 joint gender programmes were currently being implemented and more could be done through the implementation of the standard operating procedures for delivering as one. The functioning of United Nations country teams could also be further simplified. Integration required the removal of artificial barriers and greater flexibility across humanitarian, peace and security, and development work. New models were needed to support the universal agenda, including in middle- and high-income countries, and common parameters should be developed to determine country support. UN-Women already had a differentiated country presence ranging from fully fledged country offices to multi-country offices, programme presence or gender advisers embedded in resident coordinators' offices, which was an effective cost-saving mechanism.

27. Data disaggregated by gender was especially important for gender equality. Mexico had spearheaded efforts in Latin America and the Caribbean to develop a knowledge platform on gender statistics for

policymaking through a partnership between the National Statistical Institute, the National Women's Institute, UN-Women and the Economic Commission for Latin America and the Caribbean. Surveys had been conducted to measure women's time in unpaid work as a means of better understanding their contribution to the economy and designing related policies.

28. The forthcoming meeting of the Commission on the Status of Women would be instrumental in drawing up implementation plans for the Sustainable Development Goals from a gender perspective and preparing for the midterm review of the UN-Women strategic plan, involving initiatives that integrated the normative, coordination and operational roles and provided a common platform for UN-Women and its partners to plan efforts and identify gaps.

29. UN-Women envisaged a new strategic quadrennial comprehensive policy review focused on system-wide results and guided by the Sustainable Development Goals. The review should indicate expected strategic outcomes, should be less focused on processes and give greater scope to United Nations entities to identify the best way to achieve results. It should also provide a strong mandate to the United Nations system to invest in gender equality. The current quadrennial comprehensive policy review had strategically positioned gender equality and women's empowerment as a system-wide issue and had driven the development of new gender policies and strategies in many entities. It had also emphasized the importance of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, which had been a success story, with 64 entities reporting against the same framework. However, many challenges remained. Tracking of resource allocation and expenditure for gender equality and women's empowerment remained limited. UN-Women had a critical role to play in advancing the 2030 Agenda and needed quality core investments for multi-year planning to ensure that no woman or girl was left behind. The elimination of inequality was central to the 2030 Agenda and required effective and inclusive national institutions, strong partnerships and accountability. The participation of civil society, including women's organizations, would be decisive and required the United Nations system to be able to leverage the comparative advantages of all its parts.

30. **Ms. Londén** (Deputy Executive Director, United Nations Population Fund (UNFPA)), panellist, said that the world was experiencing major demographic change as a result of population growth, ageing, urbanization and migration. The challenge was to empower all people to achieve their potential, sustain inclusive economic growth and manage climate change. The 2030 Agenda recognized that human beings must be at the heart of sustainable development, with a focus on women, young people and vulnerable groups, and on ensuring that no one was left behind. UNFPA would sharpen its focus on reproductive rights and sexual and reproductive health, a key target under Goal 3 of the Sustainable Development Goals. Full implementation of the Programme of Action of the International Conference on Population and Development would accelerate progress towards sustainable development by connecting population dynamics, sexual and reproductive health and reproductive rights, migration, human rights and climate change, and provide recommendations on protecting the most marginalized.

31. The 2016 quadrennial comprehensive policy review was an opportunity for Member States to provide strategic guidance to the United Nations system on operationalizing the 2030 Agenda. The review should be strategic, inclusive and focused on outcomes rather than processes and systems. Furthermore, it should mandate the United Nations system to be guided by the five principles underpinning the 2030 Agenda, namely, universality, integration, human rights, equality, and the data revolution.

32. Data was of particular importance because the people who most needed to be reached were the ones about whom the least was known. UNFPA would harness the data revolution in order to strengthen national data ecosystems that included vital statistics such as birth, marriage and civil registration data in order to ensure that every individual had a legal status and was able to exercise his or her rights. Disaggregated, authoritative and accessible data would be needed to achieve the Sustainable Development Goals. Accordingly, UNFPA would support the establishment of costed road maps for national data ecosystems and provide technical support for the generation of geo-referenced census findings.

33. For UNFPA, giving priority to human rights meant keeping the poorest girls in school; protecting them from violence, early marriage and other harmful practices; providing reproductive health information; and providing opportunities for both girls and boys to

reach their full potential. Through the analysis of population structures and the dynamics of poverty, UNFPA promoted investment in education and health, especially sexual and reproductive health, and employment for young people, in particular disadvantaged girls. Investment in young people had the potential to influence the age structure of the population and generate a demographic dividend with a subsequent increase in economic growth.

34. Partnerships were a critical enabler for meeting the Sustainable Development Goals. The results achieved by UNFPA to date had been possible only by engaging a broad range of partners, including in the private sector. For example, UNFPA was working with mobile telecommunications companies to track medicine and contraceptive stocks and the spread of disease; it was also working with a multinational consumer goods corporation to strengthen supply chain management, and with another international company to deliver maternal and newborn health services in Africa. Multi-stakeholder networks could increase the availability and use of integrated sexual and reproductive health services, especially for young people and adolescents.

35. Sustainable, predictable and flexible funding of the United Nations development system was needed to support greater integration, including across development and humanitarian work, and to enable the system to perform its functions successfully, deliver results and ensure greater impact. Business as usual was not an option, especially in middle-income countries, where demands and capacities were changing. UNFPA had recognized those transformations in its business model. It was also promoting South-South and triangular cooperation for the implementation of the Programme of Action of the International Conference on Population and Development, supporting countries to share know-how in areas such as censuses, sexual and reproductive health services, gender-based violence and youth participation.

36. Through the current quadrennial comprehensive policy review, the United Nations system had made successful efforts to streamline common operations while recognizing that inter-organizational diversity was a source of strength. Mutual acceptance of different business practices could be considered part of the emerging quadrennial comprehensive policy review and, consequently, a pillar of the operational elements of the 2030 Agenda. In addition to that approach, UNFPA had supported inter-agency coherence within the scope of UNDG and the United Nations System Chief Executives Board for Coordination (CEB), in particular through the implementation of the standard operating procedures, the business operations strategy and in-country support service consolidation. UNFPA had also coordinated initiatives such as the common oversight and accountability model, and taken part in other system-wide initiatives, including the International Aid Transparency Initiative. Innovation should become a guiding principle of the new quadrennial comprehensive policy review so that new solutions could be found to eliminate duplication, reduce costs and improve services. When the United Nations spoke with one voice on difficult issues, people listened, and when it delivered as one it could do more and fulfil its commitments to the people it served.

37. **Mr. Abdulla** (Deputy Executive Director, World Food Programme (WFP)), panellist, said that the United Nations development system, which had an important role to play in helping to translate the global vision for development into reality, needed to link together the humanitarian, development and peacebuilding dimensions of its work. Now that countries around the world had pledged to achieve the Sustainable Development Goals, including the eradication of poverty and hunger, progress must be accelerated to reach those furthest behind. The World Humanitarian Summit was an opportunity to commit to meeting the needs of the most vulnerable people affected by conflict and disaster, where the challenges posed by poverty and food insecurity were compounded by both slow and sudden onset shocks. The United Nations development system brought together a uniquely broad spectrum of actors that could transcend the humanitarian, development and peacebuilding divide and support solutions tailored to context. Existing frameworks such as the UNDAFs, common country analysis and integrated strategic assessments must dynamically address all relevant sectors and establish linkages to risk mitigation and conflict prevention, as appropriate. The key to operationalizing synergies and coherence was for both United Nations and non-United Nations actors on the ground to use shared analysis as a basis for a collective response.

38. The way in which humanitarian assistance was delivered could support broader development priorities, as had been seen in Somalia, where significant investments had been made in the 1990s to rehabilitate the country's ports in order to ensure the flow of humanitarian supplies; now those ports were a foundation for national economic activity and development. At the community level, cash-based transfer approaches that supported humanitarian activities served as a platform for financial inclusion and had generated a digitally connected network of retailers and users, thus illustrating how investments in one area could serve multiple purposes and deliver broader benefits when appropriately designed and implemented.

39. While humanitarian funding was often provided to deliver rapid, short-term responses to sudden onset emergencies, funding decisions should also take into account longer-term planning horizons in order to maximize the long-term benefits. As the majority of people needing assistance already lived in chronic or protracted crises, comprehensive solutions were needed. To deliver on the Sustainable Development Goals in such contexts, donors should support more flexible, predictable and sustainable funding of longer-term humanitarian and development work. They should also expect to see responses that were based on demand-driven outcomes and aimed to reduce vulnerability and need over time.

40. Looking beyond traditional development funding to innovative and private sector options, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development had recognized the broader range of partners and enablers needed for sustainable growth and reaffirmed the opportunities that existed in new forms of multi-stakeholder partnerships and financing modalities. As shown by the R4 Rural Resilience Programme, innovative financing could be pursued through a combination of weather-indexed insurance and disaster mitigation activities to help people prepare for impending disasters. At the same time, digital technology provided an unprecedented opportunity to address a myriad of challenges, including isolation and knowledge gaps. The Purchase for Progress initiative for example, connected many small-scale farmers to remote markets and provided them with the ability to collect data and access real-time price information.

41. New forms of engagement must be backed by robust and transparent financial and accountability systems. For WFP, that involved building on current practices such as advance financing mechanisms and the application of principles such as full cost recovery, while also going further to enhance transparency and accountability in resource management, thereby demonstrating value for money and improving decision-making. WFP was embarking on a new strategic plan, as well as working to review and reform its financial architecture and results framework. With closer alignment and the use of standardized cost categories, the programme would be better positioned to contribute to harmonized results reporting that captured economic effectiveness and efficiency.

42. Far greater emphasis was being placed on the collective outcomes delivered by the United Nations system on the ground. Planning and implementation systems must capture the relationship between key stakeholders and agreed results and budgets. It was also important to capitalize on the opportunity to achieve greater coherence between the peacebuilding, development and humanitarian agendas based on the recognition of a more integrated long-term results orientation. The United Nations system must embrace new ways of operating jointly, and with a broader range of partners, for a better collective outcome. The new quadrennial comprehensive policy review should play a key role in setting the United Nations development system on the right path to implementing the new 2030 Agenda.

43. **Ms. Nguyen** Phuong Nga (Permanent Representative of Viet Nam to the United Nations), discussant, said that the survey on implementation of the quadrennial comprehensive policy review was a good exercise for Governments to provide robust and evidence-based feedback on their interactions with the United Nations development system, especially with regard to its coherence, effectiveness and efficiency. Her delegation viewed the development system as a trusted partner with local knowledge and long-standing experience, and also valued its expertise and neutrality. An independent evaluation of the One Plan for 2012-2016 in Viet Nam showed that its expected outcome had been 83 per cent achieved by the end of 2015.

44. While the United Nations development system had comparative advantages, it faced new challenges and must do more to help countries to achieve multidimensional sustainable development against a

backdrop of declining resources. In the new development landscape, the United Nations development system must change the way it performed its mandate if it was to remain fit for purpose. The system had a unique role to play in helping countries to integrate the 2030 Agenda into national development strategies and priorities. However, that did not mean it should do everything; rather, it should strengthen the functions for which it had comparative advantages while increasing national ownership. It should assist countries to implement globally recognized normative frameworks and communicate those norms to wider populations through innovative channels, providing integrated policy advice, global expertise and knowledge while taking into account the need to remain political neutral. In addition, the United Nations development system must improve its capacity to build, mobilize and leverage the capacity of Member States, as well as scale up and refocus capacity-building on young people, whose ability to innovate was critical for the implementation of the new development agenda. The system must mobilize and coordinate external resources, serving as a bridge linking countries in need with potential partners and facilitating South-South and triangular cooperation; it should help countries to enhance their tax systems with a view to optimizing domestic resources, especially by avoiding cross-border tax evasion; and it should focus on building up statistical capacities in order to facilitate follow-up and review.

45. For middle-income countries such as Viet Nam, the United Nations development system should provide support through knowledge-sharing, basic and applied research and technology transfer, thus helping such countries to build resilience, sustain hard-won development gains and access vulnerable population segments. In order to meet such expectations, the development system must think, plan and deliver as a system, not as single entities working in silos; in that connection, the "Delivering as one" approach had already proven to work for many pilot and self-starter countries, including Viet Nam.

46. The imbalance between core and non-core funding must be tackled and pooled funding modalities should be enhanced. At the country level, United Nations country teams needed a multi-stakeholder management mechanism to ensure effective monitoring and evaluation, as well as midterm indicators to adjust the course of action in the case of unsatisfactory progress.

47. **Mr. Pedersen** (Permanent Representative of Norway to the United Nations), discussant, said that the objective was to implement the 2030 Agenda and eliminate poverty without contributing to climate change or leaving anyone behind. The new Agenda would require the mobilization of trillions of dollars annually and domestic resource mobilization would be crucial, since, although official development assistance (ODA) was extremely important, especially for least developed countries, it remained a limited resource, totalling $130 billion in 2015. Of that $130 billion, the United Nations system received approximately $28 billion, including both humanitarian and development assistance; in order to succeed, it would therefore need to spend such funds correctly and catalytically.

48. He urged the panellists to share their experiences of collaborating with partner countries, the World Bank and other multilateral financial institutions, and to explain their strategic thinking on how to create synergies and move the agenda forward in concrete terms. There was a growing consensus among Member States that the United Nations development system needed to develop differentiated modes of engagement for different country contexts. It also needed to offer coherent policy advice to countries receiving ODA and to understand the special challenges faced by countries in fragile situations. He asked the panellists to explain how a model with differentiated modes of engagement might work in their organizations and across the United Nations development system as a whole. Panellists were also asked to identify potential obstacles for the United Nations to deliver as one in politically fragile Member States, as well as ways to overcome such obstacles.

49. It was extremely important for United Nations country teams to develop common priorities, based on the Organization's value added in particular contexts. In practice, individual organizations were often guided more by their own interests in branding and resource mobilization than by the need to ensure the relevance of the country team as a whole. UNDAF priorities were often very broad, while strategic planning remained weak, which allowed individual organizations to include their own wish lists of activities in the UNDAF. He wondered how the well-known phenomenon of mission creep could be avoided.

Finally, he asked both the United Nations development system and the Member States to reflect on how best to strengthen the resident coordinator system, which, though key to the whole development system, was currently too weak and must be endowed with greater authority.

50. **Mr. Tatiyapermpoon** (Observer for Thailand), speaking on behalf of the Group of 77 and China, said that the 2030 Agenda and other global commitments adopted in 2015 were not open to reinterpretation and must be implemented in accordance with their object and purpose. According to the 2030 Agenda, the United Nations development system should focus on eradicating poverty in all its forms and dimensions, including extreme poverty. Both shorter-term humanitarian assistance and the system's long-term development objectives should therefore be geared towards poverty eradication in developing countries. The United Nations development system should make concerted efforts to provide integrated support at the national, regional and global levels in the implementation of the 2030 Agenda. The system could use General Assembly resolution 67/226 and the upcoming 2016 quadrennial comprehensive policy review cycle as guidance for system-wide policy orientation, development cooperation and assistance, and country-level modalities, in order to ensure and enhance its relevance, coherence, effectiveness, efficiency, accountability and credibility.

51. The United Nations system should prioritize the allocation of core and non-core resources so that the use of resources was more predictable, flexible, less earmarked, better aligned with the priorities of programme countries, and better suited to the situation on the ground. At the same time the United Nations development system should continue efforts to broaden its donor base and maintain a balance between core and non-core resources. Core resources should not be used to subsidize non-core activities and the financing of non-programme costs should be based on full cost recovery proportionally from core and non-core funding sources.

52. The 2030 Agenda and other intergovernmental commitments agreed in 2015 should be mainstreamed into system-wide planning and reporting. In addition, greater country-level coordination and coherence was needed to enhance effective use of diminishing core resources and the expertise of United Nations funds, programmes and specialized agencies.

53. **Ms. Naeem** (Observer for Maldives), speaking on behalf of the Alliance of Small Island States, said that the SIDS Accelerated Modalities of Action (SAMOA) Pathway (Samoa Pathway) had been effectively integrated into the 2030 Agenda. It was, however, important to ask how the calls for coherence and coordination in existing mandates had been translated into action within the current models of delivering operational activities at the national level, and what institutional mechanisms had been put in place to improve cooperation among small island developing States, especially since they were spread across four regional commissions of the United Nations. That might be an important lesson to learn as more frameworks were implemented at the global level.

54. Small island developing States presented unique opportunities for service delivery at the national level, including existing and forthcoming plans to introduce regional UNDAFs such as the single multi-country UNDAF for Pacific Island countries and territories. It would be interesting to hear the views of the panel on that model of service delivery, especially in the light of the increased requirements of the 2030 Agenda, the Samoa Pathway and other development frameworks at the national level, and bearing in mind that the approach had been perceived as less helpful by programme countries and entities of the United Nations system.

55. **Ms. Haynes** (Trinidad and Tobago), speaking on behalf of the Caribbean Community, said that there was an even greater need for further coordination and collaboration between United Nations funds and agencies at the regional and national levels to support implementation of the 2030 Agenda. Transparency, accountability and flexibility were paramount. It would be interesting to hear from the panel whether policy tools were being developed to help country teams with longer-term inter-agency planning.

56. A review of the UNDAF in Trinidad and Tobago had shown that it did not sufficiently address the environmental pillar. She asked how UNDAFs could be aligned to address the 2030 Agenda in its entirety, whether that task was primarily the responsibility of Member States, and whether the United Nations development system could provide support. She would also like more information on the integration of approaches at the country level among United Nations programmes, funds and agencies. Further capacity-building support for Member States, especially for

institutional strengthening, would be welcome. In that regard, there did not appear to be any plans or timelines to integrate efforts to expand assistance for Member States in the important area of data and statistics.

57. **Mr. Al-Musawi** (Iraq) said that the United Nations development system continued to be the main partner for Member States needing support to implement the decisions of United Nations bodies. At the same time, other multilateral bodies had taken over from the United Nations in certain areas. That might not be a positive development since the United Nations was the main entity for the implementation of the 2030 Agenda. He noted the reduction in core funding over the previous 15 years and wondered why there was a growing imbalance between core and non-core funding. To build the confidence of Member States and other partners, the United Nations should do everything possible to improve the situation.

58. **Mr. Estreme** (Argentina) said that the United Nations development system remained the preferred partner for Member States and, although there was room for improvement, it was not necessary to revamp the entire system. In the forthcoming complex negotiations in the context of the forthcoming quadrennial comprehensive policy review, which would take place in a short time frame, there was a risk of being excessively ambitious. In implementing the new universal 2030 Agenda, there was a need for differentiation and flexibility, without which the system would lose relevance, given the existence of strategic competition with other regional, subregional and non-United Nations actors. It would not be possible to find answers to all the issues at stake during the discussions on the 2016 quadrennial comprehensive policy review; however, the 2030 Agenda had shown the value of being ambitious and demonstrated that intergovernmental negotiations could result in a truly transformative outcome. The international community had 15 years to implement the 2030 Agenda, and in that time many lessons would be learned and reflected in several quadrennial comprehensive policy review cycles. It would be important to work strategically in order to identify what results should be specifically targeted in the current cycle.

59. Some countries would be unable to implement the 2030 Agenda in an ambitious and transformative manner without sufficient core resources. In that regard, funding must be tailored to the mandates of each entity in the United Nations development system, as well as to the main objective of the new agenda, namely poverty eradication. While middle-income countries, especially upper-middle-income countries, could certainly do more, some were already providing the United Nations development system with significant resources. Argentina, for example, had financed a UNDP project with $200 million of its own funds, on a full cost recovery basis, although it would cease to use UNDP if the cost recovery rate were to double or triple. Moreover, some donors had said that they did not contribute to core resources because they had doubts about accountability and transparency. More work was therefore needed in those areas. He asked how pooled resources could be implemented in integrated programmes in Latin America and the Caribbean.

60. A paradox existed in that each agency represented on the panel had a specific mandate to perform, and was required to engage in reporting and follow-up in relation to that mandate; yet at the same time, agencies were being asked to work in an integrated manner and achieve common results on the basis of the priorities set by Member States. It was clear that the mandates of the various agencies could not be changed ahead of the forthcoming quadrennial comprehensive policy review. Member States, agencies and other actors had to internalize each of the challenges of implementing the 2030 Agenda and work together in the medium term to find a system that really met the needs of Member States. Although the system did not work as well as it should, there had been progress in recent years towards greater integration in the fulfilment of the various entities' mandates.

61. **Mr. Sobral Duarte** (Brazil) said that the 2030 Agenda was transformative on account of its universal character, and its implementation would therefore require the United Nations development system to adapt and change. The 2016 quadrennial comprehensive policy review would be an opportunity to set the United Nations development system on the right path. The mandates contained therein already addressed a number of important issues, including poverty eradication, gender equality, demand-driven capacity-building and national ownership, with a focus on results rather than outcomes in accordance with new indicators to be devised to measure the implementation of the 2030 Agenda. The current quadrennial policy

review mandates also included partnership approaches based on transparency and oversight.

62. The United Nations system must move beyond simply repeating the discussion on core and non-core resources, notwithstanding the undeniable relevance of that debate. Other pertinent modalities were also contained in the policy review's mandate, including South-South cooperation as a complement to ODA, improved governance and increased participation of developing countries in the United Nations development system. Such elements should be built upon in the new quadrennial comprehensive policy review, which should also seek to identify major gaps in delivery and ways of working that could be filled through multilateral cooperation and the adaptation of the United Nations development system.

63. Some of the Sustainable Development Goals were already well positioned for universal action, for example, Goal 5, since gender had already been incorporated into the universally applicable Beijing Platform for Action and Programme of Action of the International Conference on Population and Development, and violence against women was likewise a concern for both developing and developed countries. Other Goals, however, referred to common objectives that had been articulated more recently and consequently had less established delivery mechanisms in place: for instance, the embryonic framework for achieving sustainable patterns of consumption and production. Yet other goals, such as Goal 16 on the promotion of peace and inclusive societies, and Goal 10 on the reduction of inequality within and among nations, were entirely innovative as universally applicable targets, and clearer definitions would be needed.

64. Member States should consider how to deal with the universality and multiplicity of goals and how to substantially increase financing for development. As the development system had only 15 years to implement the 2030 Agenda, it would be important to take full advantage of all opportunities to strategically adapt the system to meet the new challenges faced.

65. **Mr. Egli** (Switzerland) said that the 2030 Agenda was too transformative and too different to allow for business as usual. He asked Member States to share their ideas on how the United Nations development system should adapt to the new 2030 Agenda.

66. Coordination at the local level had greatly increased over the previous decade. He wondered whether the bottlenecks now existed more at Headquarters than at the local level. In addition, there was the question of whether the United Nations development system should work as one or whether agencies should continue to work independently with strong coordination; in the latter case, what would be the overall cost of such coordination? He was also interested to know whether the United Nations development system truly worked as a team.

67. Paragraph 88 of the 2030 Agenda stressed the importance of system-wide strategic planning, implementation and reporting in order to ensure coherent and coordinated support to the implementation of the new Agenda by the United Nations development system; he would be interested to know how the panellists thought the system could answer that request from Member States. Lastly, his delegation proposed the idea of a system-wide strategy document and system-wide funding to provide incentives for agencies within the development system to work together.

68. **Ms. Flores Herrera** (Panama) said that there had never been greater demand for considering the reform of the United Nations development system. It was not enough to simply "reboot" the system, and efforts must be made by both the development system and by Member States. After agreeing to the ambitious 2030 Agenda, Member States were working hard to align their national priorities with the Sustainable Development Goals and to engage civil society. As for the United Nations development system, changes to the resident coordinator system were taking place on the ground and she was encouraged by the commitment shown by a number of agencies to enhancing collaboration with countries transitioning to middle-income or higher-middle-income status. She also appreciated the parallels that panellists had drawn with the corporate world and its ability to learn from failures.

69. The quadrennial comprehensive policy review would be an excellent opportunity to rethink the United Nations development system and to continue to mainstream the main pillars of human rights, development, and peace and security, with a focus on transparency and accountability. It would be necessary to unify the normative system of planning, monitoring and evaluation and, in that regard, gender scorecards

were an example to be followed The spaces and interactions between the human rights, development, and peace and security pillars were becoming increasingly important. She wondered how the need for more reliable core funding should be reconciled with the reality of a diminishing pool of resources, and asked the panellists to outline any other specific expectations they had for Member States from a unified perspective.

70. **Ms. Clark** (Administrator, United Nations Development Programme (UNDP)), said that the United Nations development system was definitely working as a team. As it was a federation of agencies, it had no top-down leadership but rather a strong team ethos. Resident coordinators were team leaders but not autocrats.

71. In an era of considerable change, operations must be continually updated, making the necessary adjustments while building on the comparative advantages of the United Nations development system. The outcomes sought from the quadrennial comprehensive policy review must be viewed strategically in order to determine when a General Assembly mandate was required and when it was not.

72. A concrete example of successful pooled resources was the UNDP-Spain Millennium Development Goals Achievement Fund, which had been made possible by a very large contribution of $750 million from Spain. The fund could be accessed by United Nations country teams only if three or more agencies came together with a proposal; it had therefore incentivized collaboration. The One Funds established for the "Delivering as one" pilot countries were another good example of pooled resources.

73. Success in mobilizing non-core resources partially explained the imbalance between core and non-core resources. It was, however, important to identify whether there was a critical level of core resources that made sense for development. It was also true that there had been a drop in absolute levels of core funding, partly owing to the various national austerity budgets adopted following the global financial crisis. In addition, the events of the previous five years in Syria and a number of catastrophic emergencies worldwide had drained resources from ODA. As a result, contributions of all kinds were immensely valuable.

74. **Ms. Brandt** (Deputy Executive Director, United Nations Children's Fund (UNICEF)), speaking on behalf of the Executive Director of UNICEF, said that reforms would help to achieve better results but there was also a need to build on what was already working. During the period of implementation of the Sustainable Development Goals, there would be four quadrennial comprehensive policy review cycles, which would make it possible to build on lessons learned and move forward. Statistics and data, particularly disaggregated data, were important for meeting the promise to leave no one behind. Data analysis capacity should therefore be increased and new and innovative data should be integrated. In that regard, UNICEF was supporting the development of national statistics capacities. Meanwhile, the Global Partnership for Sustainable Development Data was drawing on the joint activities of a number of partners.

75. UNICEF actively participated in work on communications and advocacy in one of the UNDG working groups. It was important to draw upon the comparative advantages of each agency, some of which had more strengths than others. There was still room for improvement at Headquarters but much progress had been made since the last quadrennial comprehensive policy review. In particular, the implementation of the standard operating procedures would not have been possible without full support at Headquarters level.

76. **Ms. Mlambo-Ngcuka** (Executive Director, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)) said that teamwork was excellent at the country level and the team approach enabled UN-Women to coordinate and mainstream its work on gender. Many issues that were critical to women arose in every country, whether rich or poor. Ministers from almost every country had talked to her about violence against women because it was a global problem and no country had achieved gender equality. As a result, UN-Women had a universal mandate that enabled it to work in middle-income countries, least developed countries and developed countries alike. Because of its differentiated presence, UN-Women was able to adapt its activities in line with available resources and needs. On the issue of data, it should be noted that Mexico had helped to build the capacity of 19 Latin American countries to utilize data effectively.

77. **Ms. Londén** (Deputy Executive Director, United Nations Population Fund (UNFPA)) said that there was great appreciation of the data revolution in the United Nations system, as reflected in the report of the Independent Expert Advisory Group on the Data Revolution for Sustainable Development. UNFPA helped countries to mobilize domestic resources for use in country programmes, thereby reinforcing the principle of national ownership. Co-financing agreements had been reached in certain middle-income countries and UNFPA incentivized cost-sharing by matching the funds that each country actually provided.

78. **Mr. Abdulla** (Deputy Executive Director, World Food Programme (WFP)) said that funding should be predictable; that was more important than whether it was core or non-core. The United Nations development system was clearly working as a team at all levels to assist Member States in implementing the 2030 Agenda.

The meeting rose at 6.00 p.m.